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Agency Workforce Plan For 2009 to 2013

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Term

08/25/04 - 01/31/09
04/01/08 - 1/31/13
01/31/05 - 01/31/11
04/06/04 - 01/31/09
11/01/03 - 01/31/09
04/01/08 - 1/31/13
05/31/01 - 01/31/07
01/31/05 - 01/31/11
01/31/05 - 1/31/11

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Workforce Plan

Overview

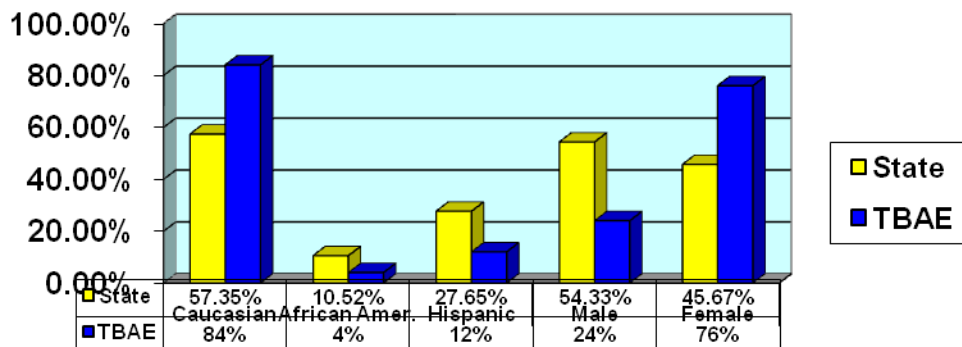
The Texas Board of Architectural Examiners (TBAE) is a small agency with 25 employees. The agency's reputation for providing excellent customer service has become a cornerstone of our culture. As a result, staff is expected to have the ability and willingness to cross-train and perform multiple job duties as needed. As the agency has become more technology-driven, the need to prepare our workforce in the area of technology has increased.

Workforce Demographics

The following charts reflect the agency workforce as of 8/31/2007.

Race and Sex - The following graphics compares the demographic profile of TBAE's workforce to that of the statewide civilian workforce.

Total Workforce



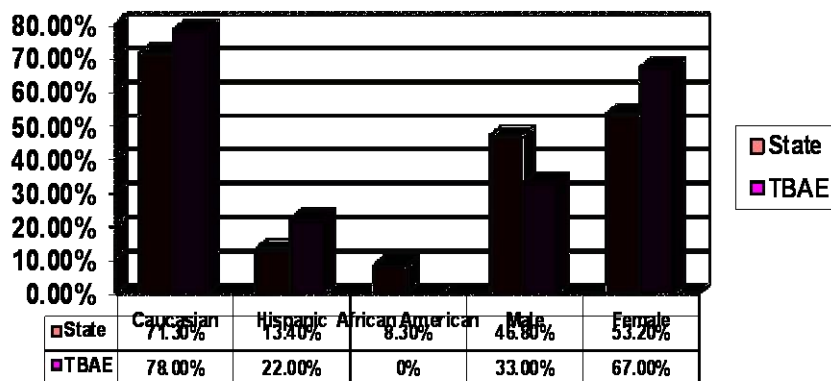


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Due to the small size of TBAE and its low turnover rate, the agency struggles to meet various diversity targets. The agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics. Female staffing continues to exceed the statewide civilian workforce in the Officials & Administrators and the Professional categories. Note that totals in the State category do not equal 100% because the Other category is not included.

Professionals



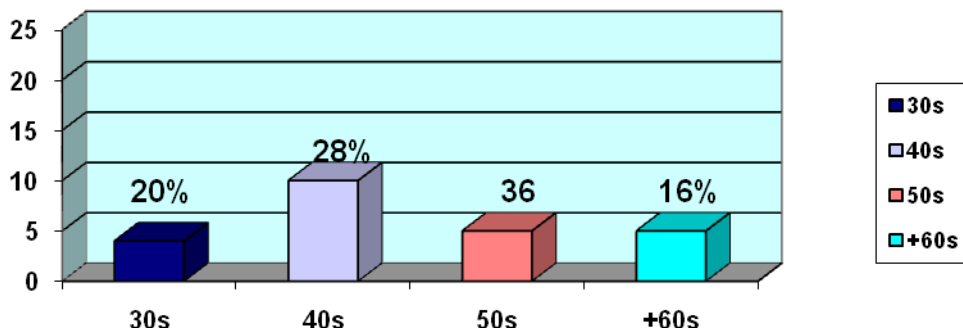
Age – Our workforce ranges from 33 to 75 years of age, with an average of 50.1 years of age. Out of 25 employees, approximately 25% of our workforce will be eligible to retire from 2009-2013. Workforce turnover in Fiscal Year 2007 was 12.5%, of which 4.1% was due to retirement.



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Workforce Ages



Skills Inventory – As TBAE has moved to online registration renewal and we become more dependent on technology to conduct our business, staff has shifted from using administrative skills to technical skills. With more of our registrants opting to conduct more business online, the need for enhanced customer service skills has become even more important. In addition, staff will need to rely more on technological skills to perform their jobs.

In the last two years, the agency hired an in-house programmer. This position has been instrumental in our move to a more technology-based business environment. Database enhancements have been made more quickly and we are moving forward in recognizing the need to adapt to the ever-changing world of technology. Because of this we recognize the need to add a half-time programmer to our staff to assist with moving more of our processes online. During the same time, we also brought in a Communications Specialist. This position has allowed us to begin our process of using the Internet to provide information to our registrants.

Workforce Strategies – TBAE's strength comes from the experience and dedication of our staff. Agency leadership has partnered with staff to develop plans that ensure a highly skilled and productive workforce. The agency has begun using taskforces to address specific issues for short and long term planning. TBAE believes that the staff must be included in the future planning in order to maintain the high standards TBAE has set.

Workforce Training – TBAE believes that continuous learning is a plus for our employees, and the agency continues to make staff development a priority. During this biennium,



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agency staff and managers participated in Myers-Briggs Personality training and Magic Carpet training to improve our teambuilding skills. In the future, TBAE managers will work with their staff members to develop a personalized training plan based on agency and division goals. Along with personal and professional development, TBAE will arrange for at least one agency-wide teambuilding exercise each year as part of its staff development plan. The agency will focus on providing training on agency rules and laws to ensure that all staff is well equipped to handle questions and concerns from registrants.

In recent years, as we have moved to a greater online presence, the skill-set for staff who deal directly with our registrants has changed significantly. The future skills for all divisions include a broader technical background and will require more cross-training. Our ability to serve our customers will come from a staff that is fully trained in a range of areas—from continuing education to examinations to enforcement—for a more unified approach to customer service.

Leadership Development – In 2007 and 2008 TBAE made management training a priority for each person who is responsible for leading, mentoring and/or managing people. All agency managers and executive staff attended the Governor's Center for Management Development programs provided by the LBJ School of Public Affairs. Agency managers will be provided with opportunities to continue their management training from the Excellence in Leadership series based on their specific needs and goals. During the next biennium, executive staff will attend the Senior Management Development Program offered through the LBJ School of Public Affairs.

Employee Recognition and Motivation – Keeping staff motivated is key to the success of TBAE. We have continued to recognize employee efforts by acknowledging and rewarding individual and group accomplishments. In April, TBAE implemented a Wellness Program in accordance with HB 1297. The program includes 30 minutes of exercise time three (3) times per week, 8 hours of wellness leave for those who complete an annual physical and an online health risk assessment and opportunities to participate in various wellness activities. This voluntary program has been embraced by staff, which is reaping the benefits of a healthier lifestyle and increased productivity.





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Communications – Staff input is extremely valuable to TBAE and the agency will continue to participate in the Survey of Organizational Excellence. The agency has begun to use task forces and committees to engage our staff in decision making and process improvements. Our monthly staff meetings and weekly executive meetings have proven to be a valuable tool in communicating information to our staff and we will continue with those meetings.





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Survey of Organizational Excellence Results

96% of staff participated in the 2008 Survey of Organizational Excellence (SOE), which revealed the following as areas of interest:

Highest Scores

Quality
Strategic
Availability
External
Job Satisfaction

Lowest Scores

Fair Pay
Benefits
Supervisor Effectiveness
Change Oriented
Fairness

This is the first year that overall satisfaction has not increased. During this survey period, some of the constructs scores have decreased, but it should be noted that overall, satisfaction within the agency remains strong. It should be considered also that TBAE scores are higher than the benchmarks for similarly sized agencies. The lowest score for TBAE meets or exceeds the benchmark for similar sized agencies.

The lowest scores may be in reaction to the economy, which has resulted in higher grocery, utility, and gasoline costs and the perception that salaries are not keeping up with the cost of living. In some areas, such as Benefits, the agency has limited ability to make improvements, other than to increase communication of benefit information to staff. To address issues identified in the survey, the agency has responded by creating an employee taskforce.

The highest scores indicate that employees feel the agency continues its commitment to quality and process improvement. In order to maintain these high levels, the agency will need to communicate its goals clearly and invite participation from all employees. Job satisfaction continues to be one of the highest scoring constructs, and the agency will make employee development a priority in the next year.

Trends



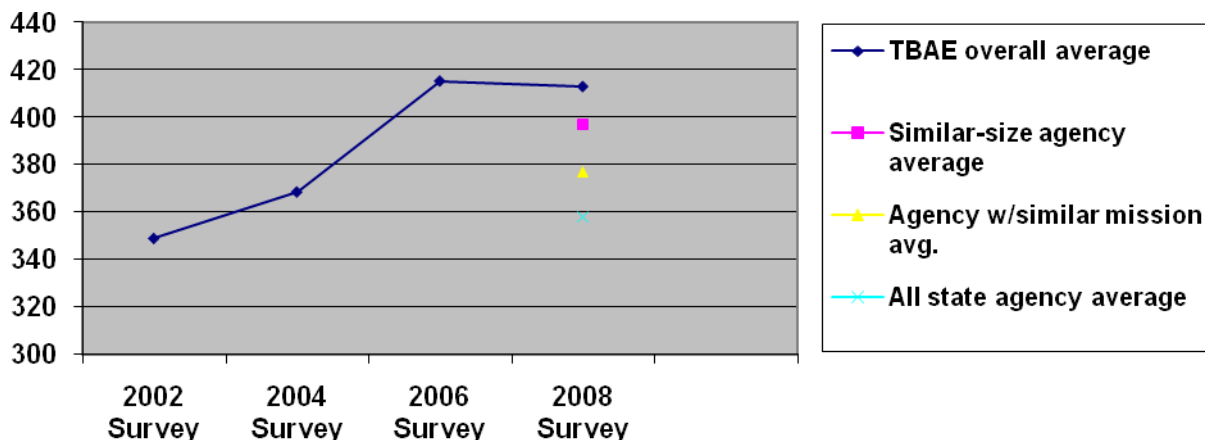


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It is worth noting that in a sample group of fewer than 25 staff members, one or two individuals can skew survey results considerably. The past three surveys showed an overall improvement; however, this latest survey showed a slight drop. While the drop is not significant, it does indicate the need to concentrate efforts to identify areas for improvement and follow through with action plans.

	2002 Survey	2004 Survey	2006 Survey	2008 Survey
Survey overall average	348.8	368.4	415.1	412.8



Highest Scoring Constructs: Areas of Strength

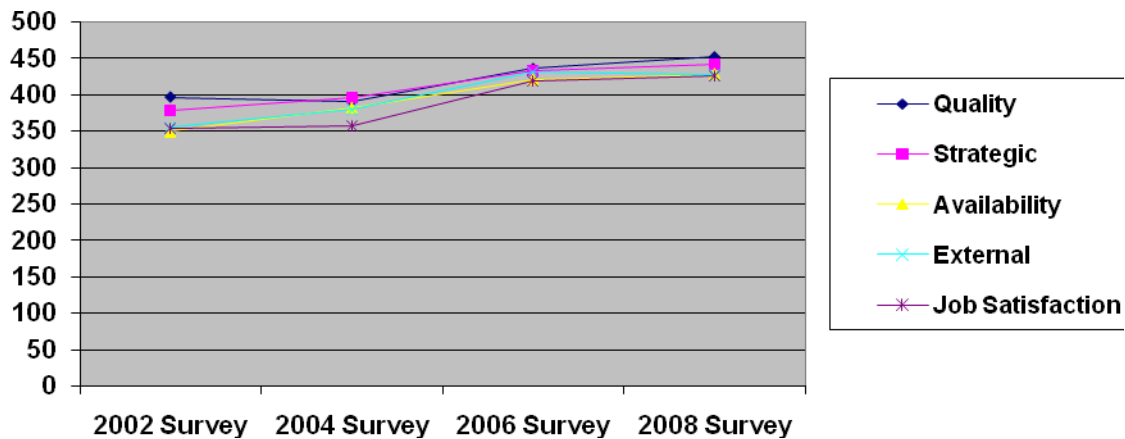
	2002 Survey	2004 Survey	2006 Survey	2008 Survey
Quality	398	392	437	453
Strategic	379	396	433	442
Availability	350	383	422	429
External	356	380	432	428
Job Satisfaction	354	358	420	427





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Lowest Scoring Constructs: Areas of Concern

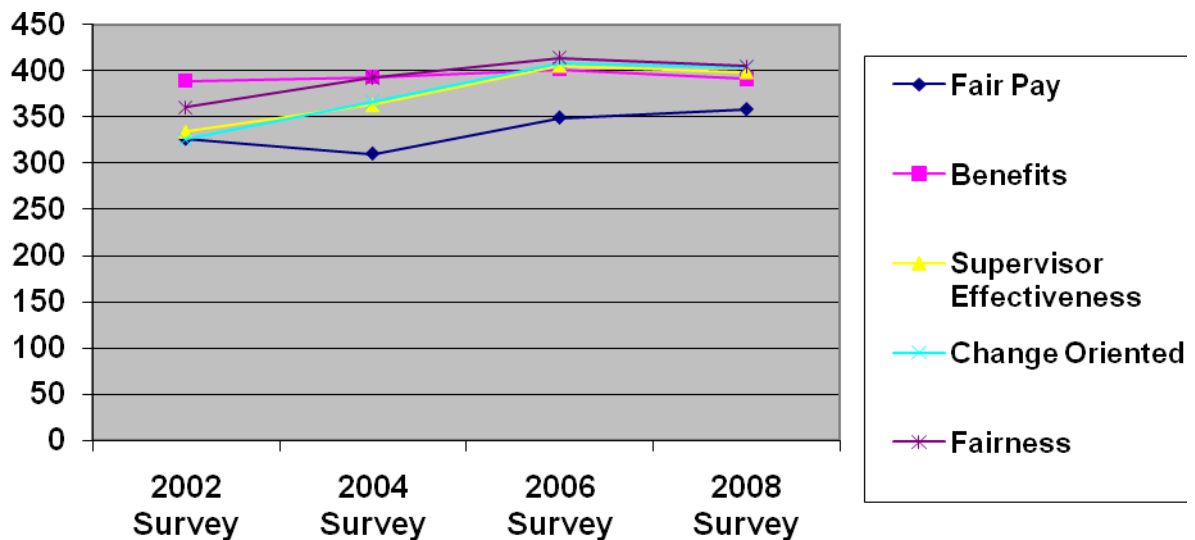
	2002 Survey	2004 Survey	2006 Survey	2008 Survey
Fair Pay	326	310	349	358
Benefits	389	393	401	391
Supervisor Effectiveness	334	363	406	399
Change Oriented	326	366	408	404
Fairness	361	393	414	405





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Summary

The Survey of Organizational Excellence has provided TBAE with valuable information through the years. It is a vital part of our environmental scan during the strategic planning process, and provides direction for more successful management of our most critical resource: our workforce.

A complete compilation of results is available upon request and will be posted on our Web site at www.tbae.state.tx.us.





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Future Projects

Fiscal Years 2009-2010

- Expand communications outreach program
- Rules review – statutory requirement
- Enhance database performance
- Provide business registration online
- Develop an online continuing education course
- Publish and distribute semi-annual newsletters
- Revise business continuity and disaster recovery plan
- Improve information technology infrastructure
- Implement electronic board meetings
- Expand scope of budgeting and planning
- Develop stakeholder input forum
- Move to a paperless office via document imaging and other technologies

2-Year Plan (FY 2010-2013)

- Conduct survey of organizational excellence and write strategic plan
- Continue to solicit and implement suggestions from stakeholders and general public
- Develop programs for promoting sustainable and energy-efficient design

5-Year Plan (FY 2013-2015)

- Expand technology for wireless and paperless office
- Prepare self-evaluation for Sunset Advisory Commission review
- Implement changes suggested by research
- Review and compare TBAE to other agencies, states, and international regulatory boards





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